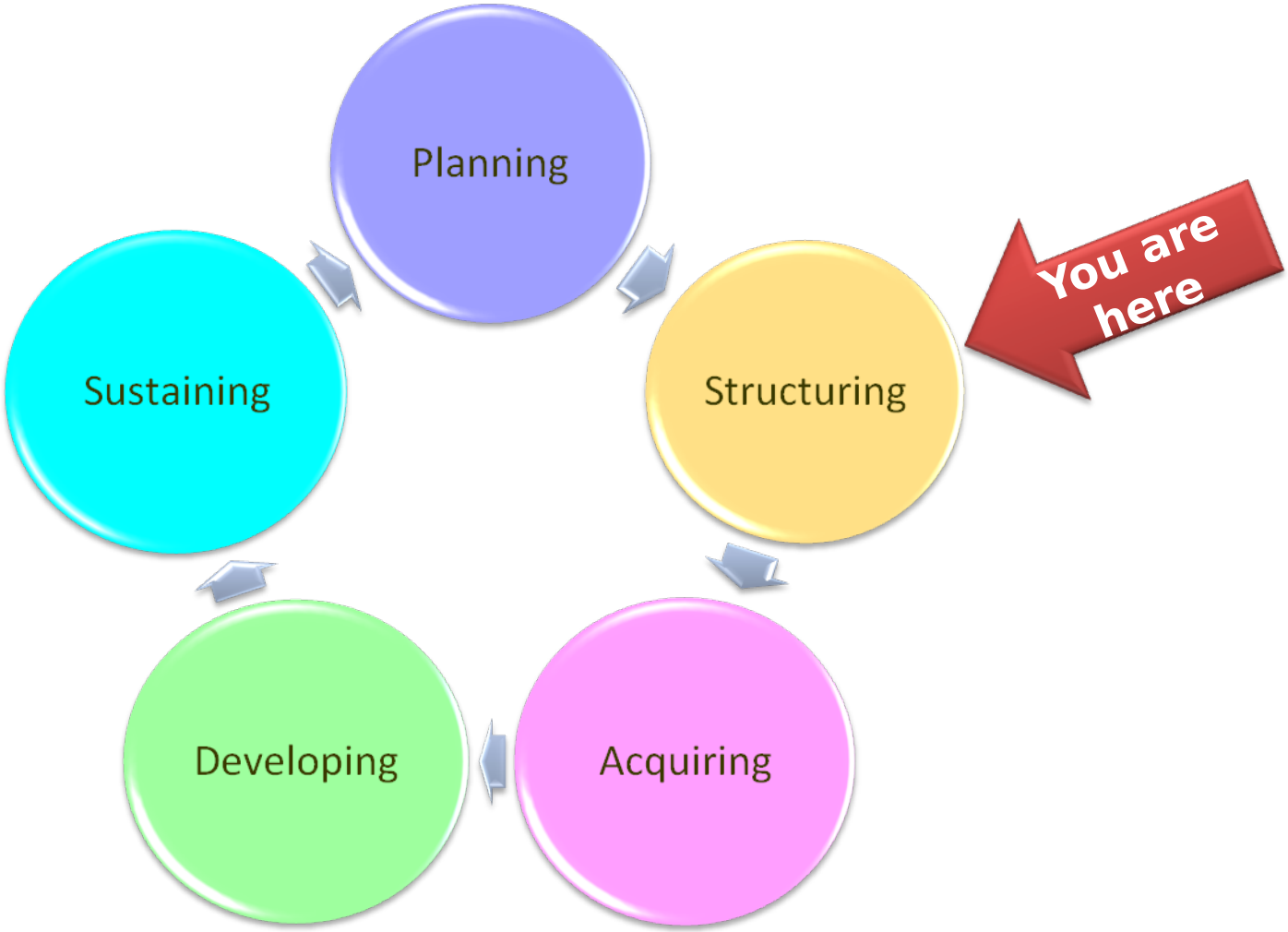
MODULE 2

Structuring

CHRM Life Cycle



Objectives

After completion of this lesson, you will be able to:

- Identify your classification responsibilities
- Define the major pay systems
- Describe the key classification concepts
- List 3 formats for position descriptions
- Compare duties to classification criteria
- Describe NSPS classification architecture
- Make a basic Fair Labor Standards Act (FLSA) determination

Your Classification Responsibilities

Job Analysis	• Analyze job duties • Compare duties to classification standards
Classification Decisions	• Pay plan, title, series, grade • FLSA designation
New Standards	• Impact on title, series, grade • PD accuracy, format

Your Job & Organizational Design Responsibilities

- Use the lowest grades feasible to accomplish the mission
- Provide for career progression whenever possible
- Eliminate excessive layers of supervision
- Avoid mis-assignments

Responsibilities

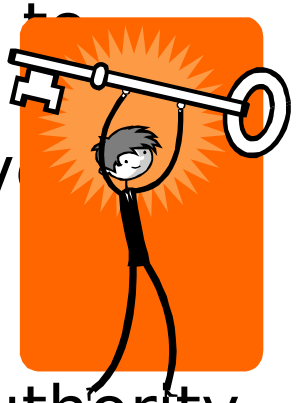
What does the CPAC do?

- Provides HR advice
- Verifies PD format/classification accuracy
- Raises issues if necessary
- Provides a classification advisory opinion if significant disagreements arise
- Makes FLSA determination for non-NSPS positions
- Finalizes the action for processing

Classification Authority

Delegation of Classification Authority (DCA)

- Authority cascades down from ACOMs to Commanders/Directors
- Can be further delegated to lowest level
- Requires certified training
- Delegation is issued in writing
- Some of you may be delegated this authority



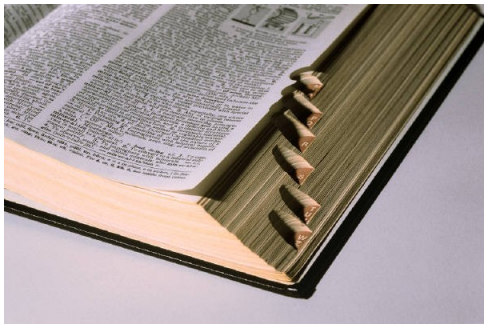
Completion of this course will meet the DCA training requirement for legacy and NSPS classification systems

For more info on DCA, go to http://www.chra.army.mil/TMD/cpoc_dl.htm

Classification

Webster defines classification as:

"A systematic arrangement in groups or categories according to established criteria"



Classification

IMPORTANT REFERENCES

- Position Classification Standards
- Classifier's Handbook
- Introduction to Position Classification Standards
- CPOL, PERMISS

Classification

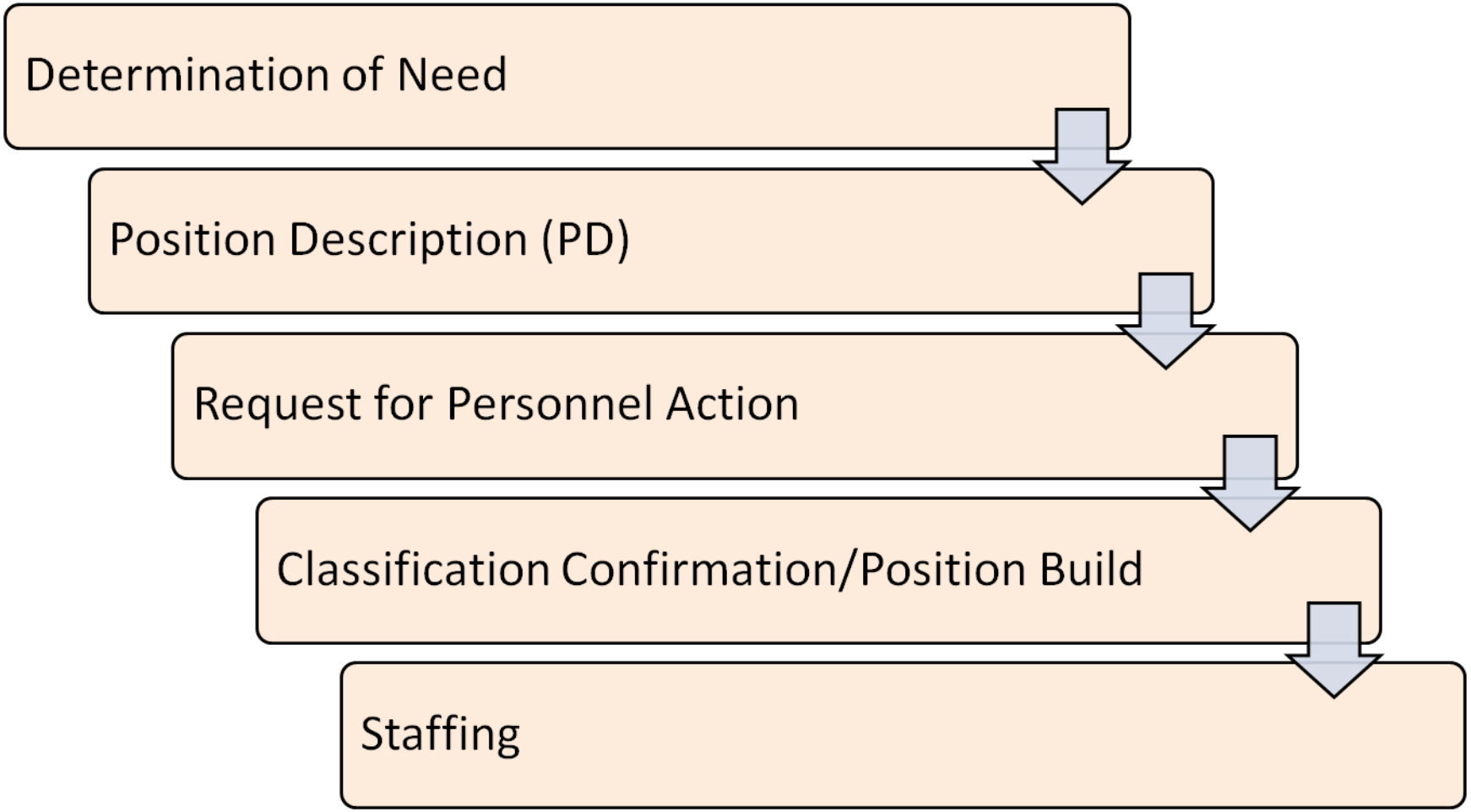
ACTIVITY

Exploring references on the inter

- Position Classification Standard
- Classifier's Handbook
- Introduction to Position Classification Standards
- CPOL, PERMISS

www.opm.gov
www.cpol.army.mil

Classification Stages



Pay Systems

3 Major Pay Systems

- General Schedule (GS)
  - ✓ 15 grades
  - ✓ World wide base salary, locality differer
- Federal Wage System (FWS)
  - ✓ 3 categories – WG (nonsupervisory), WL (leader), WS (supervisory)
  - ✓ Locality rates are developed by OSD, Wage and Salary Division
- National Security Personnel System
  - ✓ Broad bands that group GS grades
  - ✓ Pay for performance

Pay Systems

Personnel Demonstration Projects:

- DoD Civilian Acquisition Workforce (AcqDemo) – Feb 1999
- Army Scientific & Technical Laboratory Demos
  - ✓ Aviation & Missile RDE - Sept 1997
  - ✓ Army Research Lab - Mar 1998
  - ✓ Medical Research & Materiel Cmd - Jun 1998
  - ✓ Engineer R&D Center - Sept 1998
  - ✓ Comm/Electronics Cmd - May 2002

Classification

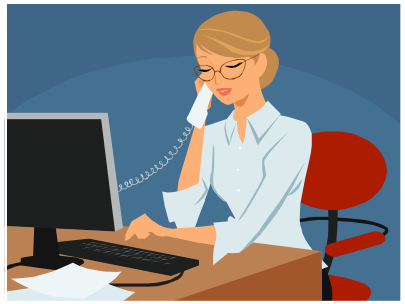
Two Types of Work

- White collar (General Schedul
- Blue collar (Federal Wage Sys

General Schedule – 5 types

- **P**rofessional
- **A**dministrative
- **T**echnical
- **C**lerical
- **O**ther

PATCO



Job Evaluation

KEY CONCEPTS

- Titling
- Major Duty
- Regular and Recurring
- Grade-Controlling
- Position vs. Person

Job Evaluation

Titling

- GS and FWS titles are normally specified by OPM
- When no titles are specified, agencies may develop
- Titling guidance found in OPM's Introduction to Position Classification Standards
- NSPS titles are specified in NSPS classification guidance

Job Evaluation

Major Duty

- Represents basic reason for position
  - ✓In GS at least 25% of employee's time OR
  - ✓Requires significant knowledge, skill or ability that would affect recruitment

Regular And Recurring

- Not emergency
- Not acting in the absence of
- Typically scheduled (e.g., daily, weekly, monthly)
- This concept is grade controlling for FWS positions, but use caution if % of time is low

Job Evaluation

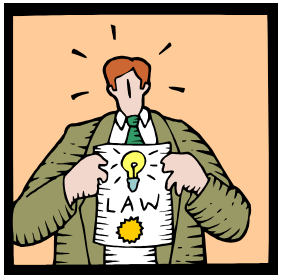
Grade-controlling

- Work which supports the grade or pay level of the position
- For GS, must be at least 25 % of employee's time
- For FWS must be *regular and recurring*
- For NSPS must be *regular and frequent*

Position Vs. Person

- In staffing, ***employee qualifications*** are considered
- In classification, ***position requirements*** are considered
- ***Classify the duties of a position***, not the skills/knowledge of the employee

Standards and Guides



Classification Standards

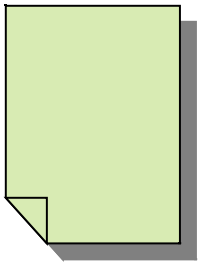
- Published by OPM
- Based on Title 5
- Provide for criteria to determine pay system, title, series, and grade

3 Types

- Narrative Occupational (some GS, FWS, NSPS)
- Factor Evaluation System (FES) – GS only
- Others (usually a point system of some kind)

PDs are written in the format of the grade controlling standard

Position Descriptions



Writing Position Descriptions

- Don’t reinvent the wheel
- Look at current PDs within your organization
- Use FASCLASS to find a PD for a similar organization that describes the duties you need performed
- Don’t copy or cite a PD just because it has the grade you desire

DUTIES DRIVE THE GRADE

Position Descriptions

FASCLASS

- FASCLASS is the repository for all PDs within the Army
- By placing the PD in FASCLASS and authorizing an RPA, the manager certifies
  - ✓The accuracy of the information describing the position and its requirements
- For NSPS positions, indicate the GS-grade equivalent and include on the PD when placing in FASCLASS

PD Formats

Formats

Follow the format of the grade controlling standard

- ❑ Narrative GS
  - ✓ Supervisory Controls
  - ✓ Major Duties, followed by:

    Performs Other Duties as Assigned
- ❑ Factor Evaluation System (FES)
  - ✓ Major Duties or Duties, followed by:

    Performs Other Duties as Assigned
  - ✓ 9 Factors, including the levels and associated points

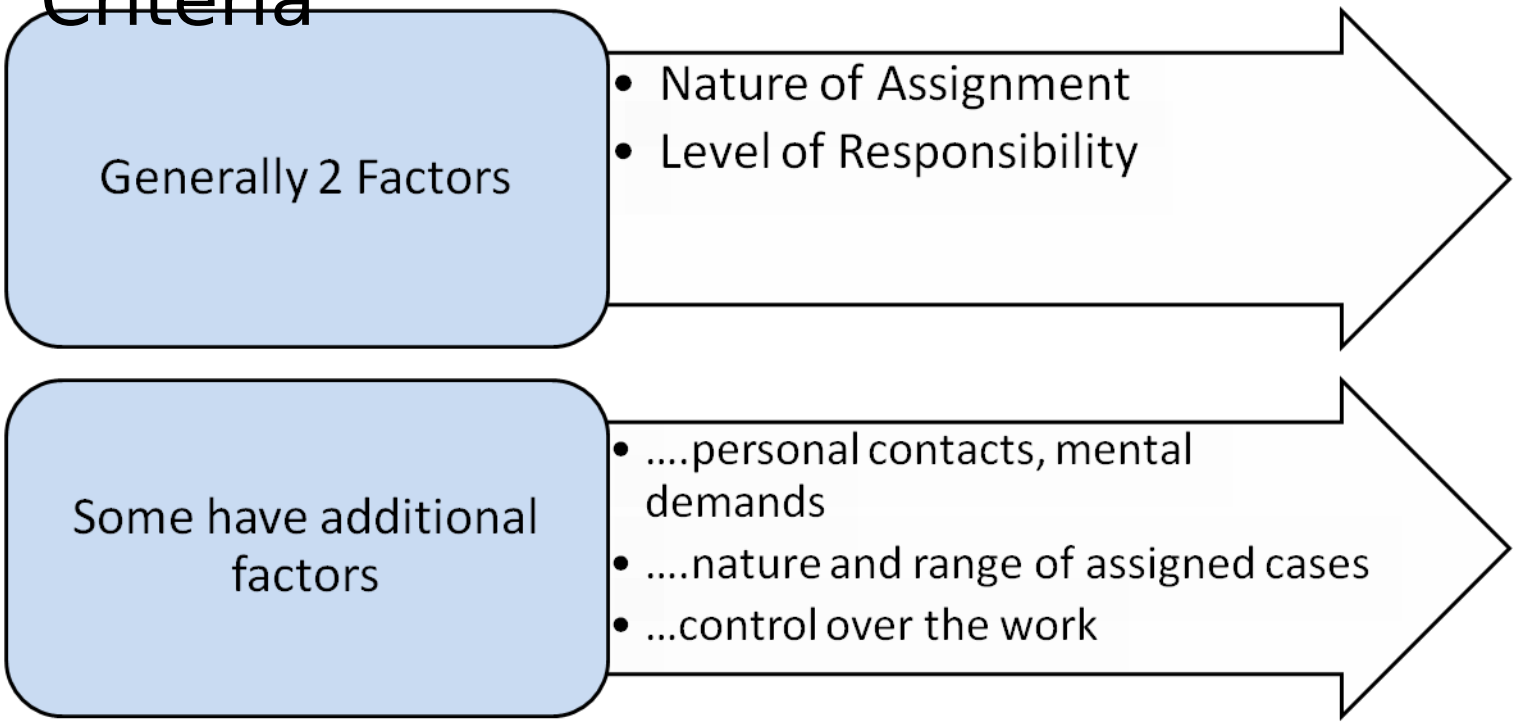
PD Formats

Formats (continued)

- Federal Wage System (FWS)
  - ✓Major Duties
  - ✓Skills and Knowledge
  - ✓Responsibility
  - ✓Physical Effort
  - ✓Working Conditions

Grading Criteria

Narrative Classification Criteria


Generally 2 Factors
• Nature of Assignment
• Level of Responsibility
Some have additional factors
• ….personal contacts, mental demands
• ….nature and range of assigned cases
• …control over the work

Grading Criteria

FES Classification Criteria

- All factors are the same regardless of occupation
- Each factor contains 2 or more levels
- Each level is assigned points
- Grade determined by a conversion scale

9 Factors

1. Knowledge Required by the position
2. Supervisory Controls
3. Guidelines
4. Complexity
5. Scope and Effect

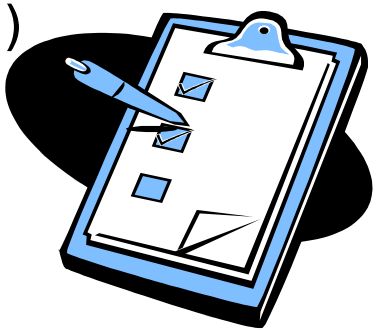
6/7 Personal contacts; Purpose of contacts

8/9 Physical Demands; Work Environment

Grading Criteria

FWS Classification Criteria

- Non-supervisory (no points)
- Leader (no points)
- Supervisor (factors, levels, and points)



Non-supervisory - 4 Factors

- Skills and Knowledge
- Responsibility
- Physical Effort
- Working Conditions

Leader – Basically, 1 grade higher than work led

Supervisor – 3 Factors

- Nature of Supervisory Responsibility
- Level of Work Supervised
- Scope of Work Operations Supervised

Grading Criteria

- Application of standards requires critical thinking and judgment
- Your job is to compare the duties of the position to the criteria described in the OPM standard
- Positions are compared to established criteria, not other positions

Grading Criteria

Exercise 1

1. Read the duties in the PD
2. Read the factors levels described in the PD
3. Compare to the factor levels in the classification standard and determine which factor level is most appropriate
4. Be prepared to explain your decision

NSPS

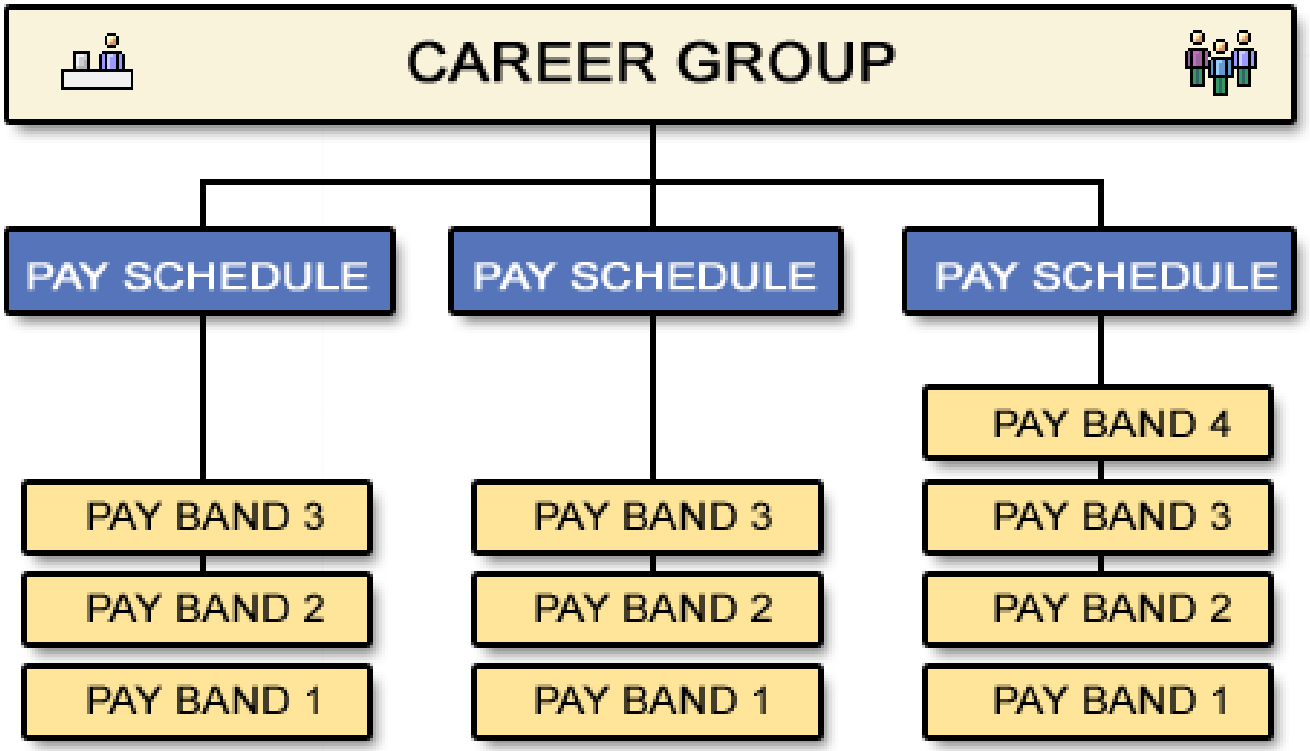
Overview

- Title 5, Chapter 51 was waived
- Career Groups, Pay Schedules, and Pay Bands replace current GS architecture
- NSPS simplifies classification
- NSPS has its own classification standards
- FLSA provisions NOT waived
- Classification appeal rights preserved

GS vs. NSPS Classification

GS	NSPS
Occupational Family	**Career Group**
Pay Plan	**Pay Schedule**
Title	Title
Grade	**Pay Band**
Occupational Series (#)	Occupational Series (#)
Over 400 OPM GS Classification Standards	**15 NSPS Classification Standards**

Classification Architecture



Career Groups And Pay Schedules

STANDARD	ENGINEERING & SCIENTIFIC
• Professional/Analytical (YA) • Tech/Support (YB) • Supervisor/Manager (YC) • Student Employment (YP)* 71% of DoD workforce	• Professional (YD) • Tech/Support (YE) • Supervisor/Manager (YF) 19% of DoD workforce
MEDICAL	**INVESTIGATIVE & PROTECTIVE SERVICES**
• Physician/Dentist (YG) • Professional (YH) • Tech/Support (YI) • Supervisor/Manager (YJ) 4% of DoD workforce	• Investigative (YK) • Fire Protection (YL) • Police/Guard (YM) • Supervisor/Manager (YN)

Pay Bands

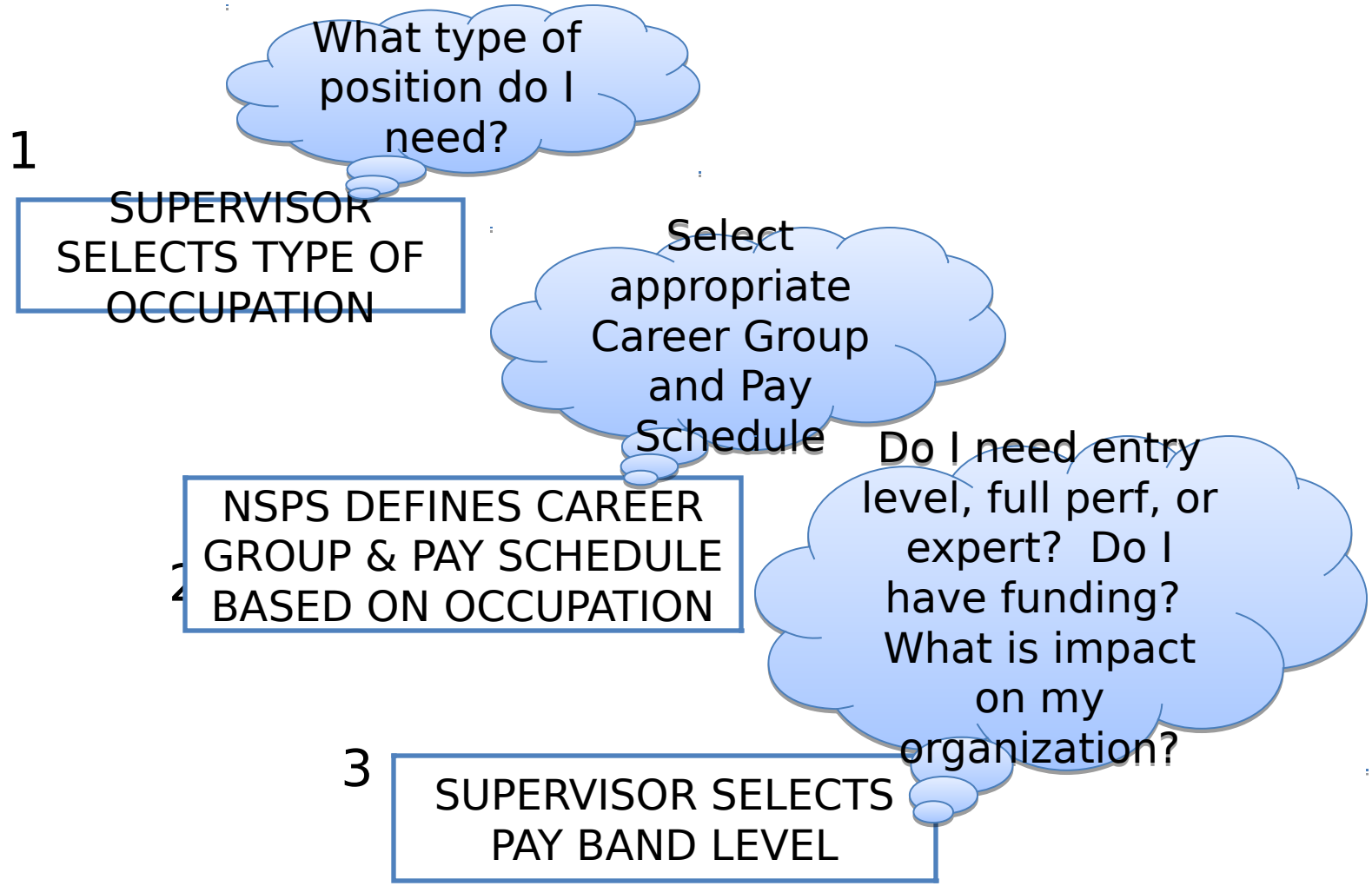
Pay Band	Prof/Analytical	Tech/Support	Supervisory
1	Entry & Developmental	Entry & Developmental or Journey	Supervises PB 1
2	Journey	Journey	Supervises PB 2
3	Expert/ Program Mgr	Journey/Expert	Manager
4		Unusual (super) Expert	

NSPS Classification

Exercise 2: Refer to Chart 32. Find the correct career group (CG) and pay schedule(PS) for the following occupations

OCCUPATION	CG/PS	OCCUPATION	CG/PS
BIOLOGIST		BUDGET TECH	
SUPV CHEMIST		SECRETARY	
ENGINEERING TECH		GUARD	
AUDITOR		NURSE	
SUPV HR SPECIALIST		CRIMINAL INVESTIGATOR	

NSPS Classification Review - 3 Steps


What type of position do I need?
1
SUPERVISOR SELECTS TYPE OF OCCUPATION
Select appropriate Career Group and Pay Schedule
NSPS DEFINES CAREER GROUP & PAY SCHEDULE BASED ON OCCUPATION
Do I need entry level, full perf, or expert? Do I have funding? What is impact on my organization?
3
SUPERVISOR SELECTS PAY BAND LEVEL

What Is Fair Labor Standards Act?

- Provides minimum standards for both wages and overtime entitlement, and spells out administrative procedures by which work time must be compensated
- Two categories:
  - ✓**<u>Exempt</u>**: NOT covered by FLSA overtime and minimum wage provisions
  - ✓**<u>Non</u>**exempt: COVERED by FLSA overtime and minimum wage provisions

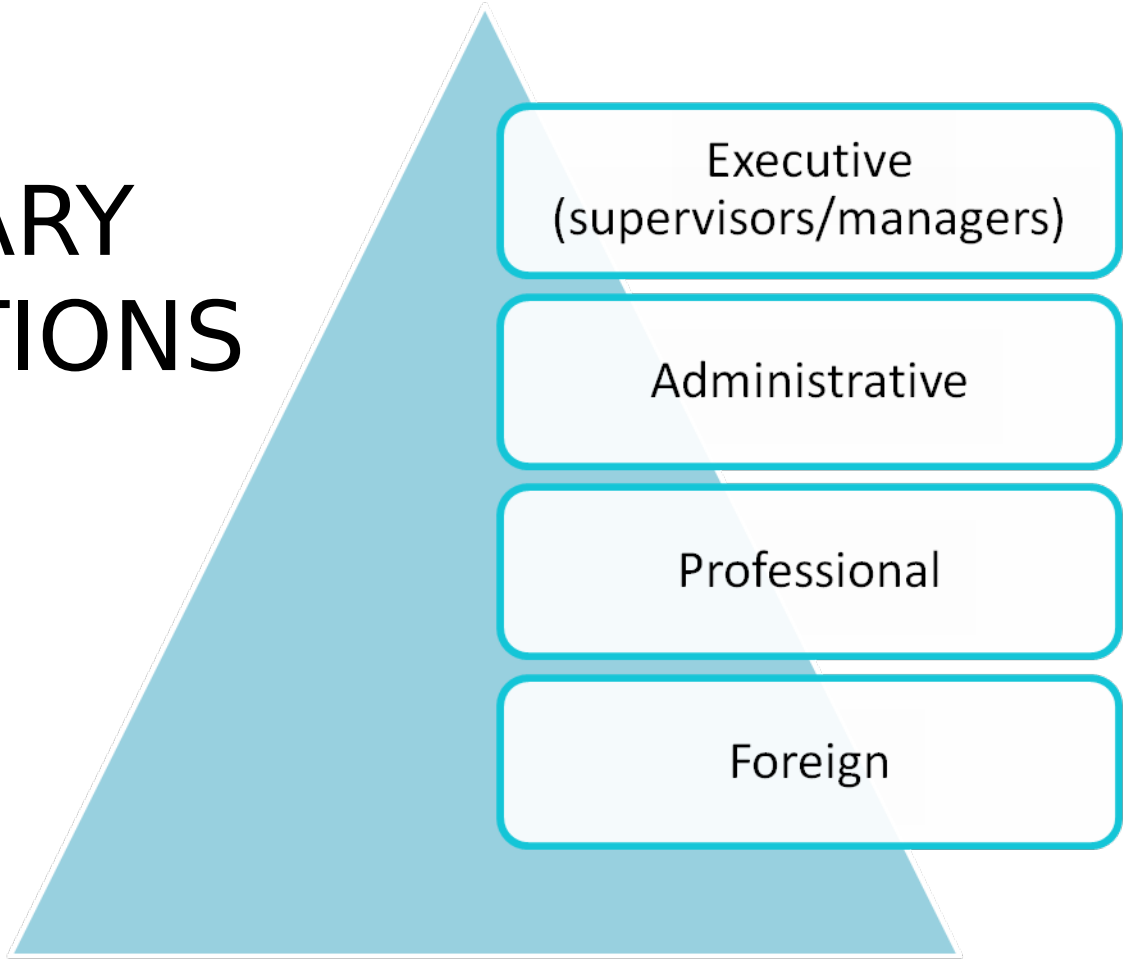
FLSA Provisions

- Exempt means premium pay (e.g. OT) is covered under the rules of 5 CFR Part 550
  - ✓Special rules exist for NSPS exempt employees
- Nonexempt means premium pay is covered under the rules of 5 CFR Part 551

Employees are presumed to be <u>nonexempt</u> unless proven to meet the exemption criteria

FLSA Provisions

4 PRIMARY EXEMPTIONS



FLSA Provisions

Some Nonexempt Rules:

- Nonexempt employees may request compensatory time, but cannot be ordered to take it
- "Suffer or Permit" provision - Any work a nonexempt employee performs is counted as work:
  - Supervisor need not order or authorize
  - Sufficient that supervisor has reason to believe work was performed
  - Note: Some travel/training time also considered hours of work

FLSA Designations

- ❑ Always nonexempt
  - ✓ Nonsupervisory GS-1 through GS-8
  - ✓ NSPS Pay Bands 1 and 2 for Technician/Support positi
  - ✓ Trainees
  - ✓ WGs and WLs

- ❑ Other positions require application of FLSA exemption tests found in 5 CFR 551

FLSA Determinations

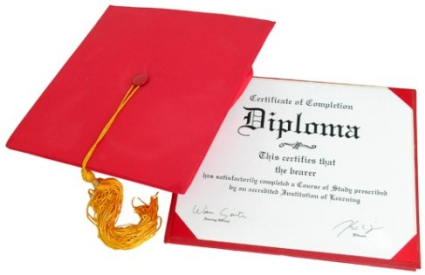
Activity:

1. List 3-5 positions you supervise
2. Do you know what their FLSA designation is?
3. Share your responses with the class

Classification Appeals

EMPLOYEES MAY APPEAL:	
Pay Plan Grade or pay band	Pay Schedule
Title Supervisory Status	Occupational Series or Code
EMPLOYEES MAY NOT APPEAL:	
Classification of a proposed position or one to which the employee is not officially assigned	
Classification of a position to which an employee is detailed or temporarily promoted	
Classification standards	
WHERE TO APPEAL	
GS and NSPS employees can appeal directly to OPM or to Civilian Personnel Management Service (CPMS)	
FWS employees must appeal first to CPMS, then to OPM	

Classification Review



You have learned:

- About 3 major pay systems
- Key job evaluation concepts
- There are 3 types of standards and guides
- There are 3 types of PD formats
- How to compare duties to classification criteria
- NSPS classification architecture
- What exempt and non-exempt means
- Classification appeals